



REPLY TO  
ATTENTION OF:

DEPARTMENT OF THE ARMY  
HEADQUARTERS, AFNORTH Battalion  
U.S. ARMY, NATO  
UNIT 21601  
APO AE 09703

ACAC-BC

14 July 2005

MEMORANDUM FOR All US Army NATO Personnel Assigned to Allied Joint Force  
Command Brunssum

SUBJECT: Battalion Policy Memorandum #1 - Command Philosophy

1. It is an honor to command this battalion. It is a great organization with a great history. Each of you should be proud of what you have accomplished. I will command based on my **experience, values and instinct.**
2. I believe in **trust, loyalty and teamwork**; my command climate will reflect this. We are a team of Soldiers, civilians, and families and I expect every member of the team to be treated with dignity and fairness. As leaders in the Army, our Nation has entrusted us with her sons and daughters – America's most precious resource. It is our responsibility to take care of our Soldiers and their families. This must go beyond words with sincere concern and prompt action.
3. We are a **Profession of Arms**, dedicated to the service of our great Nation. I want our team to do what is right. This speaks to the character of our unit. Nothing is more fundamental to our success than a solid base of moral character. By living the **Army's values**, everything else comes easily.
4. **Discipline** is the hallmark of a professional Soldier and a high-performing unit. Discipline promotes esprit de corps, performance, and tough, demanding training. Disciplined units have a shared sense of values. They stay together and take care of their own. Discipline is force protection, safety, and caring for our resources, our people, and our families.
5. I believe in **trained, capable leaders** that execute missions to the best of their abilities and seek and take responsibility. Think outside the box, take risks, and grow. Our mission success – regardless of the complexity or simplicity of the task or demands of the circumstances – rests on our ability to be leaders and set the example for our Soldiers and our Nation.
6. **Be safe and train hard.** Focus your energy on training and caring for our Soldiers and I will take care of the stuff above us. Don't let your family, your team, or your Nation down!

*BJ Constantine*  
BJ CONSTANTINE, JR.  
LTC, AG  
Commanding